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The Director of Central Intelligence

Washington, D. C. 20505

19 September 1977

Dear Fritz,

Much appreciate your note of 7 September. I've gone through your think piece personally and thoroughly. I really have benefited by the stimulation. Let me ask a few questions and offer a few comments.

It seems to me that if we are in a period of intelligence retrenchment, it is in part because of the evident waste of resources in some areas even though there is evident shortage in others. To the extent that we have duplication, overlap, etc., in such areas as collectors turning processing into analysis and extensive overlap of technical collection systems, we will find it hard to obtain sympathy for increased resources for technical innovation, etc. It is a chicken and an egg problem, I am afraid.

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I have great sympathy with your comments on processing and am looking for ways to insure that processing does not extend into analysis and does not thwart the legitimate flow of information within the Community. I would appreciate any suggestions you have on where to break into that one.

I'm also anxious for any ideas on where to start with DIA. I have not much authority there, but I certainly would like to be a stimulant.

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DCI Memo dtd 26 Oct
to [redacted] C/STAP
(official memo)

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SENSITIVE INTELLIGENCE SOURCES
AND METHODS INVOLVED

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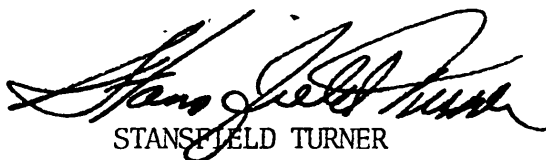
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With respect to your views on the separation of collection and production, I did not recognize your two explanations for why I am doing that! Yes, there may be something marginal to be gained by taking production out from under the aura of clandestinity, but I think that is a very secondary matter. On your other point, I have never heard nor made the argument that analysis must have top priority. I would say that I think DDI has taken second fiddle to DDO for most of its life, but even that is not adequate reason to split out. I would give two alternative reasons: The first is that our greatest weakness in the Intelligence Community today, it seems to me, is our inability to work together across organizational lines. I think that putting all the collectors under one vice president will emphasize cross-organization, cross-discipline coordination. Similarly, I think putting all the producers under one vice president will bring better coordination between DIA, INR and DDI/NIO. It may well be in the long run that this is not the optimum organization and I have never proposed that it would be. I think it will help to solve a problem that is of great significance today. Secondly, I would also say that if we organize in this way it may be easier to insure that the collectors only collect and process and do not produce finished intelligence. You have highlighted this as a major problem and I hope the new organization will assist us in that area.

Overall, I again thank you for the helpful ideas. I solicit your help in flushing them out as to where to go so that by the time the one-two years are up, we'll be pointed to where we need to be in three-five years.

All the best.

Yours,



STANSFIELD TURNER

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P.S.

A third reason for separating collection and production is to enhance interchange between them. There are two problems with such interchange today. First, even within CIA there is precious little contact between DDI and DDO/DDS&T. Second, what we seek is a much broader interchange between collectors and producers than just intra-CIA; i.e., DDI and NSA/[redacted] State/FBI, DIA and DDO/DDS&T/State, etc., etc. Placing upon the shoulders of the head of collection and the head of production the responsibility for ensuring such interchange will be more effective, in my opinion, than the present false impression that because producers and collectors within CIA share the same organizational entity, the producer-collector connection is assured. That connection badly needs attention today and is not receiving it because CIA believes it exists because it performs both functions; NSA believes it exists because it also aspires to perform both functions; DIA believes it exists because it is in Defense and Defense owns most of the collection assets, etc.

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